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ODP # 81-018

DD/A 81-0014/1

6 JAN 1981

MEMORANDUM FOR: Director of Communications  
Director of Data Processing  
Director of Finance  
Director of Information Services  
Director of Logistics  
Director of Medical Services  
Director of Security  
Director of Training and Education

25X1 FROM:   
Chief, Management Staff, DDA

SUBJECT: "Turnover Papers" for the DCI-designate

1. Attached for your information is the "Turnover Papers" package prepared for the DCI-designate at Admiral Turner's request. Because of the short deadline imposed, we were unable to coordinate this with you beforehand. Rather, we chose to draw, to the extent practicable, from memoranda previously prepared. Budget amounts shown, for example, are those previously provided to the Transition Team.

2. If, in reviewing this package, you discover errors--of fact, of omission, or whatever, please advise, and we will seek to correct the original submission.

Attachment:  
As Stated

Downgrade to UNCLASSIFIED  
When Separated From Attachment

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I. Directorate of Administration

FUNCTION: The Directorate is responsible for providing both administrative and operational support to all Agency activities and to selected other Intelligence Community organizations.

DIRECTORATE STRENGTH: [REDACTED]

DIRECTORATE FUNDS: [REDACTED]

DEPUTY DIRECTOR:

Don I. Wortman

ASSOCIATE DEPUTY DIRECTOR: William N. Hart

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II. Organization

A. OFFICE OF THE DEPUTY DIRECTOR FOR ADMINISTRATION

FUNCTION: The Deputy Director for Administration provides executive direction and leadership for his components and advice to the DCI and DDCI. He is assisted by staffs concerned with information handling, planning and program evaluation, program and budget analysis, career management, equal employment opportunity, and specialized administrative support to the Directorate of Operations.

B. OFFICE OF COMMUNICATIONS

DIRECTOR: [REDACTED]

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FUNCTION: The Director of Communications is responsible for installation, maintenance and operation of the CIA's worldwide telecommunications network.

[REDACTED]

C. OFFICE OF DATA PROCESSING

DIRECTOR: Bruce T. Johnson

FUNCTION: The Director of Data Processing is responsible for providing centralized data processing systems, both hardware and software, in support of Agency-wide requirements.

D. OFFICE OF FINANCE

DIRECTOR: Edward L. Sherman

FUNCTION: The Director of Finance is responsible for developing and maintaining the Agency's financial accounting systems and for providing Agency-unique operational and administrative support.

E. OFFICE OF INFORMATION SERVICES

DIRECTOR: Thomas H. White

FUNCTION: The Director of Information Services is responsible for planning and managing the Agency Records Management Program, coordinating and responding to public requests under the Freedom of Information and Privacy Acts, implementing Executive Order 12065 concerning national security classification and declassification of Agency records and other information, and maintaining the Agency regulatory system.

F. OFFICE OF LOGISTICS

DIRECTOR: James H. McDonald

FUNCTION: The Director of Logistics is responsible for planning and implementing worldwide Agency logistics support; for the procurement, distribution, accountability, and disposition of Agency equipment, supplies,

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and real estate; and for procurement of equipment and supplies; and for printing, mail, and courier service.

G. OFFICE OF MEDICAL SERVICES DIRECTOR: Robert A. Ingram

FUNCTION: The Director of Medical Services is responsible for planning and directing a worldwide Agency medical support program.

H. OFFICE OF SECURITY DIRECTOR:

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FUNCTION: The Director of Security is responsible for maintaining an integrated personnel, physical, and technical security program for the Agency and for chairing the DCI's Communitywide Security Committee.

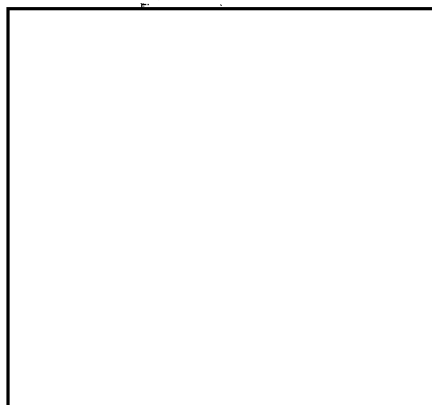
I. OFFICE OF TRAINING AND EDUCATION DIRECTOR: Donald E. Smith

FUNCTION: The Director of Training and Education is responsible for developing, coordinating, and conducting instructional programs for Agency personnel, for selected personnel from the U.S. Intelligence Community, and for representatives of foreign intelligence services.

J. ADMINISTRATION DIRECTORATE FY 1981 RESOURCES

ODDA  
Communications  
Data Processing  
Finance  
Information Services  
Logistics  
Medical Services  
Security  
Training and Education  
SLUC

TOTAL

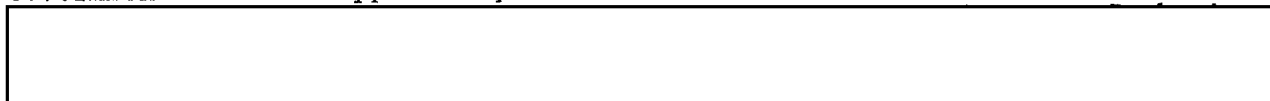


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### III. Missions

Our mission is to provide worldwide communications, data processing, logistics, security, training, finance, medical services, and information services support to the CIA and others in a manner that is responsive to both the need and the operational circumstance surrounding the need -- a task required of few others in our government.

The Administration Directorate is a consolidation of functional service activities that in many ways are unique in the Federal establishment. Cover and security considerations require that otherwise straightforward support -- such as the procurement and transportation of material -- be provided in a manner not attributable to CIA and at times not even attributable to the U.S. Government. Other support requirements become terribly difficult because of



### IV. Special Emphasis Over Past 4 Years

A. Information Handling Task Force

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In 1979, the CIA Executive Committee commissioned a one year study to address the creation, movement, use, storage, retrieval, and disposal of information in CIA. The final report recommended the creation of an architect for Information Services, resident in the DDA, whose role would be to plan for Agency information systems and to coordinate component-level system designs. The Architect assumed his responsibilities on 5 January 1981.

#### B. Counterterrorism Support

The Center for Counterterrorism and Crisis Response in the Office of Medical Services has created, developed and applied behavioral science techniques to a number of terrorist/counterterrorist incidents in the past four years including, most recently, direct participation in the Iranian Hostage crisis, and in the negotiations [REDACTED]

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#### C. Career Trainee Support

The Office of Training and Education is tasked with recruiting and training for the Career Trainee Program, the primary source for entry-level Operations Officers for the DDO. The number of enrollees in the CT program has continued to increase and to strain our abilities to provide operations training. The DDO requirement [REDACTED] selected, and trained CT's a year.

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#### D. Security Review Process

In the aftermath of the Kampiles and the [REDACTED] espionage cases, strong emphasis was placed on personnel security and on the integrity of both staff and industrial contractor employees. Concomitant with this enhanced personnel security effort was an increased emphasis on the physical and procedural aspects of the total security program.

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### V. Intended Special Thrusts Over Next Year

#### A. Communications Recapitalization

The Agency's current communications systems and equipments are largely products of the 1950's and early 1960's. During the 1970's the Office of Communications was prevented from technological growth by a series of budget and personnel reductions. The end result is that the worldwide network is now deficient in its service capability and capacity. Current and planned investments in modern information handling and collection systems will not yield the anticipated benefits without the recapitalization of the supporting communications services. [REDACTED] in procurement funds will be required during the period FY-83/FY-86. Our efforts in the next year will be directed towards obtaining those needed funds and towards the development of complete plans and schedules for the recapitalization effort.

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#### B. FOIA Relief

The Agency's ability to comply with the Freedom of Information and Privacy Acts is seriously impaired by the unique nature of our mission. Despite increased effort and resource commitments, our processing backlog has now reached over 3000 initial requests and almost 400 appeals. More important than the administrative problem is the erosion in the confidence our sources have placed in us. While we have not yet been successful in obtaining

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legislation relief, we will continue during the coming session of Congress to significantly reduce the types of intelligence information subject to FOIA.

C. How to Overcome GSA Inadequacies and Provide  
the Required Level of Support to Agency Activities

GSA's historical unresponsiveness to CIA requirements has forced this Agency to use its staff to augment GSA responsibilities-- professional personnel that could be more effectively utilized in directly accomplishing CIA tasks. A recent DDA-initiated study recommends that the Agency strive for a GSA delegation of certain specific authorities. We already exercise delegated authorities in ADP Procurement and in the acquisition of office space up to 5,000 square feet. We intend to pursue our recommendations to receive delegation of specific authorities from GSA for such activities as acquisition of leased space, reimbursable work, and maintenance of Building [REDACTED]

D. New Building on the Headquarters Compound

In the next year, we will pursue the establishment of a Building Planning Staff whose purpose will be to begin a program of external building consolidation in new facilities on the Headquarters Compound. Activities at 12 buildings (6 separate locations) in Metropolitan Washington, D.C. would be consolidated on the Headquarters Compound with resultant increased efficiency, productivity, security enhancement, and reductions in day-to-day operating costs.

VI. Areas of Anticipated Decision Requirement in  
February-April 1981

Appointment of a Deputy Director for Administration

VII. Problems Unique to the Directorate or Office  
That Need Attention Over the Longer Run

A. Overseas Support

Both internal and external influences are working against Administration Directorate programs designed to provide responsive support to Agency overseas activities. On the external side, OMB continues to reduce the number of CIA employees allowed to work overseas. The [REDACTED]

[REDACTED] The cost of living in major foreign capitals is increasing at a faster rate than is so in Washington, and faster than State Department can increase allowances designed to offset this phenomena. The increasing number of working spouses who are unwilling to relinquish responsible and rewarding careers to accompany their Agency-employed spouse on overseas assignments continues to frustrate our need to assign quality support officers overseas.

From a completely different vantage point, the Office of Communications

[REDACTED] As U.S. presence and influence diminish overseas, and as foreign inhospitableness towards us increases, these vital installations become increasingly vulnerable. The solutions to these problems will require the involvement, perseverance, and creativity of all levels of management.

B. Information Handling

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After a year long Agency level study and significant Executive Committee review, an Agency Information Systems Architect has just recently assumed his duties. The basic foundation for a strategic plan has been established. Technology has and will continue to play an increasingly important role in the way the Agency restructures itself to more effectively process and use the Agency's principal product--information. Central to this entire area are the Administration Directorate Offices of Communications and Data Processing, and to a lesser extent, Security and Logistics.

### C. Community Support

A growing share of the Administration Directorate's resources are being applied to support of non-CIA Intelligence Community requirements. We need to look at this phenomenon over a longer period of time, to understand the impact that it has and will continue to have on CIA users of our services.

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